Does Psychological Empowerment Mediates the Association of Workplace Spirituality with Organizational Citizenship Behavior and Employee Burnout?

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A B S T R A C T

The purpose of this study is to explore the mediating role of psychological empowerment in linking the relationship among workplace spirituality, OCB and burnout. The convenience sampling method was employed to collected data from a sample of 362 employees working in banking sector of Pakistan by a self-administered survey. Workplace Spirituality Scale (Ashmos & Duchon, 2000; Milliman, Andrew & Jeffery, 2003), Organizational Citizenship Behaviour Scale (Podsakoff and MacKenzie, 1994), Employee Burnout Scale (Maslach and Jackson, 1981) and Psychological Empowerment Scale (Spreitzer, 1995) were used. Regression analysis exhibits that workplace spirituality has a positive association with OCB whereas it was negatively linked with employee burnout. Further psychological empowerment significantly mediates the relationship of workplace spirituality with OCB and burnout. This research provides new insights into the workplace spirituality by investigating the empirical assessment of the combined impact of workplace spirituality and psychological empowerment on OCB and burnout.

Keywords: *Workplace Spirituality, Organizational Citizenship Behaviour (OCB), Employee Burnout, Psychological Empowerment.*

R E S E A R C H   H I G H L I G H T S

- Workplace spirituality is positively related to OCB.
- Workplace spirituality is positively related to psychological empowerment.
- Psychological empowerment is positively related to OCB.
- Psychological empowerment mediates the relationship of spirituality at workplace with OCB.
- Workplace spirituality is negatively related to employee burnout.
- Workplace spirituality is positively related to psychological empowerment.
- Psychological empowerment is negatively related to employee burnout.
- Psychological empowerment mediates the relationship of spirituality at workplace with OCB.

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Research Objectives

Workplace spirituality is gaining rapid importance due to building rapport and trust among the employees of organizations (Allen and Fry, 2019). In the past decade, an extensive number of researches have been undertaken in order to create a unique intersection of business management, religion and spirituality (Gatling, Kim and Milliman, 2016). There is mounting evidence that suggests workplace spirituality helps in improving employee productivity and reduces absenteeism and turnover (Suifan, Diab, Alhyari and Sweis, 2020). More spiritually advanced workplaces are not only more productive, but also adds to the sustainability and competitiveness of an organization (Bhattacharyya and Afroz, 2019). There is a lack of literature that seeks to develop a link of each workplace spirituality dimension including an employee inner life, meaningfulness in work and alignment of goals with OCB and burnout (Hunsaker, 2019; Jannah and Santoso, 2017). This research study explores the relationship among workplace spirituality, psychological empowerment and two key outcomes among employees, i.e. job burnout and organization citizenship

behaviour. It is assumed that when employees are provided with an environment that nurtures their spiritual and moral growth, they feel individually engaged in their workplace tasks i.e. more psychologically empowered. Psychological empowerment in turn helps in plucking out the negative behavioural outcomes and starts cherishing positive worker outcomes such as low levels of burnout (Paul, Jena and Sahoo, 2020) and high levels of OCB (Belwalkar,Vohra and Pandey, 2018). So this study primarily focuses to scrutinize the relationship among workplace spirituality, OCB and employee burnout. Furthermore, this research also proposes to analyse the mediating impact of psychological empowerment on the relationship among workplace spirituality, OCB and employee burnout.

Methodology

The current study was based on cross-sectional survey data collected using convenience sampling from 362 employees working in the State Bank of Pakistan, Meezan Bank Limited, United Bank Limited, Muslim Commercial Bank and Habib Bank Limited. The questionnaire of this study comprised of five sections which include sample demographic information, workplace spirituality, OCB, psychological empowerment and employee burnout section. Workplace spirituality was calculated with a scale of 12-items where items of meaningfulness in work and alignment with organizational values were adopted from survey scale of Ashmos and Duchon (2000) and items of sense of community were based on Milliman, Andrew and Jeffery (2003) work. Psychological empowerment was calculated with a scale of 11-items based on Spreitzer's (1995) work. OCB was calculated with a scale of 7-items developed by Podsakoff and MacKenzie, (1994). For employee burnout, the Maslach Burnout Inventory (MBI) was used that was constructed by Maslach and Jackson (1981).Descriptive statistics were calculated to examine the data normality. Correlation coefficients were calculated to explore the relationship among workplace spirituality, organizational citizenship behaviour, psychological empowerment and employee burnout. For mediation, regression was carried out using Process macro.

Results

The statistical results show that workplace spirituality and psychological empowerment can significantly explain the variation in OCB and employee burnout. The results indicate a positive linkage among workplace spirituality and OCB, which extends the findings of Milliman et al. (2003) who concluded that workplace spirituality enhances OCB among employees. The findings from current research also confirm that when employees experience workplace spirituality, find meaningfulness in their work, they become more engaged in constructive work. Here, psychological empowerment also plays a role which has been confirmed as a significant predictor of OCB in many prior researches such as Yusof, Yaacob, and Rahman (2019) and Bhattacharyya and Afroz (2019). In present research, psychological empowerment has been examined as a mediator. It was found that workplace spirituality brings psychological empowerment among employees, and when employees are empowered, they can work beyond their duty and formal job. As a result of workplace spirituality, employees feel themselves psychological empowered, they tend to be more involved in their job that ultimately serves a purpose of their intrinsic motivation

to perform OCB. Furthermore, findings has shown that spirituality at workplace has a significant association with job burnout. The meaningful work and spiritual feelings at workplace provides psychological empowerment to employees and a higher sense of empowerment is associated with less burnout (McGhee and Grant, 2017).

Findings

1. Workplace spirituality is positively related to OCB.
2. Workplace spirituality is positively related to psychological empowerment.
3. Psychological empowerment is positively related to OCB.
4. Psychological empowerment mediates the relationship of spirituality at workplace with OCB.
5. Workplace spirituality is negatively related to employee burnout.
6. Workplace spirituality is positively related to psychological empowerment.
7. Psychological empowerment is negatively related to employee burnout.
8. Psychological empowerment mediates the relationship of spirituality at workplace with OCB.

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